

## PIVOTING FROM INTERNATIONAL CRISIS TO DOMESTIC MANUFACTURING

**ABOUT BIOLIME INC.** BioLime Inc. manufacturers colorized lime-based stuccos, plasters, and paints for exterior and interior applications, whose benefits include energy efficiency, low carbon footprint, and green-eco materials largely sourced locally. The company is based in Albuquerque, NM.

**THE CHALLENGE.** This story is about a fast-paced pivot that created more opportunities for growth by addressing the strategic concerns underlying the market expansion of the firm: managing partners and supply chain, reducing the cost of operations and investments, pivoting from importing to domestic manufacturing, and ensuring the sustainability of a Green product. BioLime Inc. has pursued an import-based strategy utilizing its own distribution model. The company's goals were aligned to market entry in the Southwest United States and to establish regional colorization facilities for materials. However, as the economic crisis in Europe deepened and US market traction increased, Biolime began looking for sources of materials and investment partners to manufacture in the US. The company was able to source materials from either coast that would meet its needs, but these sources also put the company in the trade-off position of transporting the majority of its materials to the Southwest US from a coast. This had ramifications on the brand because these distances could not meet a Green Building goal of locating manufacturing within 250 miles of markets. BioLime found itself deep in discussions that would cause it to uproot its plans in the Southwest US and join in joint ventures with investors that were not well understood. Once the NM MEP (NIST MEP affiliate) became aware of the types and quality of materials needed, the NM MEP began searching for experts, facilities, and resources to counter the disruption of the company's business planning.

**MEP CENTER'S ROLE.** NM MEP sought to help bioLime Inc. develop its Southwestern US market by aiding with Lean Product Development and some business coaching. The product itself would have to be amended and colorized for Southwestern markets, if imported materials were to be used. Because the local materials were differently colored than the materials from either coastal source, the locally sourced materials yield a product requiring less colorization, in fact a distinctly Southwestern product could be developed and a colorization processing step reduced.

"The NM MEP has never stopped pushing for my success from Day 1 that I relocated in New Mexico. The amazing efforts made on behalf of growing bioLime Inc as a manufacturer and innovator have made all the difference to our domestic manufacturing strategy and product innovation focus. NM MEP has been a key asset to me in this effort. I am most pleased to have made the decision to be in New Mexico. Thank you NM MEP."

-Brian Coia, Owner

## RESULTS



Supply Chain optimization saved **\$25** million



Business coaching led to NM for manufacturing



Locally sourced raw materials save **\$254,000**



Met Green Building criteria

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